United Nations A/65/679

General Assembly

Distr.: General
18 January 2011

Original: English

Sixty-fifth session
Agenda item 113 (g)
Appointments to fill vacancies in subsidiary organs and other appointments: appointment of a judge of the United Nations Appeals Tribunal

Appointment of a judge of the United Nations Appeals Tribunal

Memorandum by the Secretary-General

I. Introduction

1. By its resolution 62/228, entitled "Administration of justice at the United Nations", the General Assembly decided, inter alia, to establish a two-tier formal system of administration of justice, comprising a first instance United Nations Dispute Tribunal (Dispute Tribunal) and an appellate instance United Nations Appeals Tribunal (Appeals Tribunal).

2. In the same resolution, the General Assembly also decided that the judges of the Dispute Tribunal and the Appeals Tribunal would be appointed by the General Assembly on the recommendation of the Internal Justice Council.

3. The statutes of the Dispute Tribunal and the Appeals Tribunal were adopted by the General Assembly in its resolution 63/253. The two Tribunals became operational on 1 July 2009.

4. On 2 March 2009, the General Assembly appointed the judges of the Appeals Tribunal on the basis of the recommendations of the Internal Justice Council, as set out in its report (A/63/489), and pursuant to the procedures outlined by the Secretary-General in his memorandum (A/63/701).

5. On 11 October 2010, Judge Rose Boyko informed the Executive Director of the Office of Administration of Justice that, for personal reasons, she was resigning her position as judge of the Appeals Tribunal, effective 15 January 2011.

6. It is therefore necessary for the General Assembly, at its sixty-fifth session, to appoint a judge to the Appeals Tribunal. The term of office of that judge will be the remainder of the seven-year term of Judge Boyko, which commenced on 1 July 2009.

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II. Internal Justice Council

7. Given the imminent vacancy in the Appeals Tribunal arising from the resignation of Judge Boyko, the Council held a teleconference and determined that, since there were suitable candidates available from the previous round of appointments, and given the heavy workload of the Tribunal and the urgent need to replace Judge Boyko, the Council would put forward candidates who had been considered but not selected in the initial appointment of judges to the Appeals Tribunal.

8. In considering who to nominate for the vacancy, the Council took into account the geographical distribution of States reflected by the current members of the Tribunal. It also took into account a range of other considerations, including language ability and depth of experience in the field of administrative and labour law.

9. In its most recent report (A/65/671), the Internal Justice Council recommends three candidates to the General Assembly for consideration for appointment as a judge of the Appeals Tribunal. All three were examined and interviewed by the Council in September 2008 and recommended for appointment (see A/63/489). They have indicated that they are available for appointment, if selected. All three candidates are from countries currently not represented on the Tribunal.

10. The candidates recommended by the Council for appointment are:

(a) Mary Faherty (Ireland);

(b) Roy Lewis (United Kingdom of Great Britain and Northern Ireland);

(c) Brian Tamberlin (Australia).

11. The candidates' curricula vitae are provided in the annex to the above-mentioned report of the Internal Justice Council (A/65/671).

III. Procedure in the General Assembly

12. The appointment of the judges of the United Nations Appeals Tribunal will be made in accordance with the following:

(a) The statute of the Appeals Tribunal;

(b) The rules of procedure of the General Assembly;

(c) The recommendations of the Internal Justice Council as set out in its report to the General Assembly (A/65/671).

13. The appointment of a judge to the United Nations Appeals Tribunal is addressed in article 3 of its statute, which states:

"2. The judges shall be appointed by the General Assembly on the recommendation of the Internal Justice Council in accordance with General Assembly resolution 62/228. No two judges shall be of the same nationality. Due regard shall be given to geographical distribution and gender balance.

"3. To be eligible for appointment as a judge, a person shall:

(a) Be of high moral character; and

(b) Possess at least 15 years of judicial experience in the field of administrative law, or the equivalent within one or more national jurisdictions.

"4. A judge of the Appeals Tribunal shall be appointed for one non-renewable term of seven years. As a transitional measure, three of the judges initially appointed, to be determined by drawing of lots, shall serve three years and may be reappointed to the same Appeals Tribunal for a further non-renewable term of seven years. A current or former judge of the Dispute Tribunal shall not be eligible to serve in the Appeals Tribunal."

14. With respect to the resignation of a judge before the expiry of his or her term of office, article 3(5) of the statute of the Appeals Tribunal states that:

"A judge of the Appeals Tribunal appointed to replace a judge whose term of office has not expired shall hold office for the remainder of his or her predecessor's term and may be reappointed for one non-renewable term of seven years, provided that the unexpired term is less than three years."

15. It is proposed that the General Assembly proceed to appoint a judge of the Appeals Tribunal by holding an election, bearing in mind paragraph 58 of General Assembly resolution 63/253, in which the Assembly invites Member States, when electing judges to the United Nations Dispute Tribunal and the United Nations Appeals Tribunal, to take due consideration of geographical distribution and gender balance. Only the three candidates whose names appear in the present memorandum are eligible for election. The electors in the General Assembly will indicate the candidate for whom they wish to vote by placing a cross against his or her name on the ballot paper. Each elector may vote for not more than one candidate.

16. The candidate who obtains the highest number of votes and a majority of votes in the General Assembly of the members present and voting will be considered as elected and thereby appointed by the Assembly as a judge of the Appeals Tribunal.

United Nations A/65/680

General Assembly

Distr.: General
4 January 2011

Original: English

Sixty-fifth session
Agenda item 53
Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Summary

In its 2010 report (A/64/19), the Special Committee on Peacekeeping Operations requested the Secretary-General to report on the implementation of the recommendations contained therein. The present report outlines progress made in implementing those recommendations and key developments. It further sets out progress over the past year in clarifying and delivering on critical roles in United Nations peacekeeping, building capabilities, strengthening field support arrangements and improving arrangements for planning, managing and oversight of missions.

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I. Introduction

1. United Nations peacekeeping remains an essential tool to address international peace and security. It has unique strengths, including the ability to deploy and sustain troops and police from around the globe and to integrate them with civilian peacekeepers and partners to undertake multidimensional mandates. Over the past two decades, peacekeepers have deployed in many configurations and on an unprecedented scale. In March 2010, the total number of United Nations peacekeepers reached historic deployment levels of 125,520 military, police and civilian staff.

2. Following an extended period of expansion, United Nations peacekeeping is now entering a phase of consolidation in overall size. With the withdrawal of 1,494 troops from the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and the closure of the United Nations Mission in the Central African Republic and Chad (MINURCAT), approximately 124,000 military, police and civilian staff will be serving in the field at the end of 2010. Demands for certain specialized capabilities, including police, continue to increase. However, owing to both the size of continued deployments and the implementation of multidimensional mandates, United Nations peacekeeping remains one of the most complex political and operational challenges facing the United Nations.

3. The African Union-United Nations Hybrid Operation in Darfur (UNAMID) and MONUSCO have experienced challenges in the implementation of their mandates, particularly in the protection of civilians and in responding to threats from spoilers. Limited consent by host Governments, divergence on strategy by the international community and inadequate capabilities have compounded those challenges. The January 2010 earthquake in Haiti highlighted the critical need for contingency planning, rapidly deployable reserve capacities, flexible and efficient support arrangements and effective mechanisms for cooperation and interoperability with partners. The controversies surrounding the first round of presidential elections in November highlighted again the fragility of political stability in Haiti.

4. The presidential election in Côte d'Ivoire presented formidable challenges, most of which the United Nations Operation in Côte d'Ivoire (UNOCI) helped national authorities to overcome. In anticipation of the related security and political challenges, an additional 500 peacekeepers were deployed prior to the 31 October 2010 election. An additional company and two military helicopters were deployed prior to the 28 November 2010 presidential run-off round to further reinforce UNOCI. The contested outcome of the second round of the presidential election and the ensuing acute political crisis underscore the risk of a relapse into instability.

5. In response to rising demands on peacekeeping, a set of proposals to reform and strengthen peacekeeping were launched in July 2009 in the non-paper entitled "A new partnership agenda: charting a new horizon for United Nations peacekeeping". It aimed to define a policy agenda reflecting the perspectives of all stakeholders in the global peacekeeping partnership. The Secretary-General, in his previous report to the General Assembly on the implementation of the recommendations of the Special Committee on Peacekeeping Operations (A/64/573), outlined many of those key elements, including identification of priorities related to policy coherence around critical tasks; a capabilities-driven approach; global field

support; and mission management, planning and accountability. The 2010 session of the Special Committee further advanced dialogue in many areas, and efforts continue on this medium-term initiative. A progress report was also shared with Member States in October 2010.

II. Review of key developments in 2009 and 2010

6. The past year was overshadowed by the devastating earthquake that struck Haiti on 12 January 2010, killing over 230,000 people, including 103 personnel of the United Nations Stabilization Mission in Haiti (MINUSTAH). In addition to supporting and facilitating the immense international recovery and humanitarian effort launched immediately after the catastrophe, MINUSTAH continued to provide a secure environment, and to support Haiti in making progress on such key national priorities as strengthening the rule of law and the holding of general elections.

7. Several missions saw progress in building national capacities and institutions, and in creating stable environments. The operations in Liberia and Timor-Leste focused on strengthening police and national security institutions and the rule of law, while facilitating recovery and peacebuilding. The mission in Liberia is also supporting the engagement of the Peacebuilding Commission in the country, including its focus on critical peacebuilding efforts in respect of the security sector, the rule of law and national reconciliation. In Lebanon, the United Nations Interim Force in Lebanon (UNIFIL) monitored the implementation of the cessation of hostilities agreement, contributing to the establishment of a stable environment in southern Lebanon.

8. Supporting the conduct of and creating an enabling environment for elections was a core task of several peacekeeping missions this year. In addition to logistical and security support to the first and second rounds of presidential elections in Cote d'Ivoire, UNOCI will continue to work with the United Nations country team to support completion of the electoral process. In Haiti, MINUSTAH delivered logistical and security support to the general elections in November. In Afghanistan, the United Nations Assistance Mission in Afghanistan (UNAMA) provided technical assistance to the conduct of elections in October 2010 while working with stakeholders on establishing and implementing a reconciliation strategy. Both the United Nations Mission in the Sudan (UNMIS) and the African Union-United Nations Hybrid Operation in Darfur (UNAMID) provided support to the organization of elections in the Sudan in April 2010. The January 2011 referendums constitute a major challenge, and UNMIS continues to provide support to the parties in completing their preparations and in ensuring that a peaceful environment is maintained before and after the referendums. The United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) is supporting the voter registration process in the Democratic Republic of the Congo which, according to the current electoral calendar, should be completed on 5 May 2011.

9. Protection of civilians continued to be another area of focus. In the Democratic Republic of the Congo a new phase began for the United Nations presence with the transformation of the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) into the United Nations Stabilization Mission in the Democratic Republic of the Congo. The Mission has developed innovative

approaches to enhance efforts to protect civilians in an extremely challenging environment of insecurity in the East. It also provided support to the Forces Armées de la République démocratique du Congo (FARDC) in jointly planned military operations to address the presence of armed groups, on the basis of a strict conditionality policy related to the conduct of FARDC in respect of human rights and humanitarian law. UNMIS and UNOCI also prepared and are implementing comprehensive strategies on the protection of civilians.

10. The lack of critical military utility and attack helicopters was exacerbated with the withdrawal of several of the helicopters from MONUSCO and UNMIS. Urgent action is required to ensure that missions have sufficient mobility and flexibility to discharge their mandates effectively, particularly the protection of civilians.

11. The safety and security of personnel remained a major concern. Continued attacks on United Nations and United Nations-associated personnel, including kidnapping, were registered in Darfur. Peacekeepers in the Democratic Republic of the Congo came under violent attack by armed groups on several occasions during rebel assaults targeting mainly local authorities. Restrictions on freedom of movement continued to be imposed on peacekeepers in several missions, although it is an essential condition for implementation of their mandates.

III. A way forward

12. The global peace and security context continues to evolve. As inter-State conflicts decline, civil wars are the predominant form of armed conflict. They increasingly recur with high levels of continued violence. Conflict may reach across borders as economic and social drivers of conflict, such as illicit trade in natural resources or organized crime, feed into political instability. National capacity development is essential, but may require concerted effort over many years and beyond a single generation.

13. The complexities of today's operational environments reinforce the need for a context-driven and flexible response. Where some conflict is ongoing, mediation and peace implementation may need simultaneous attention and support. In the Sudan, for example, implementation of the North-South peace agreement has progressed even as political facilitation continues to work towards a peace agreement on Darfur. In the Democratic Republic of the Congo, parts of the country are arguably beginning to return to a development path even as conflict continues in areas in the east.

14. The preceding challenges call for a cohesive response from a united international community and an integrated United Nations system. Peacekeeping operations are not substitutes for long-term solutions, but they can help to establish conducive conditions and create space for other longer-term efforts to take root. Coordination is also essential to ensure timely planning around critical events, such as elections, as well as the eventual transition and transfer of activities to the Government and other partners from the United Nations system and beyond.

15. The present report summarizes developments over the past year to address those challenges, as well as the priorities set out in the New Horizon initiative, on which consensus is vital to address core operational challenges. While good early

progress has been made over the past year, many elements require multi-year engagement.

A. Clarifying and delivering on critical roles for modern United Nations peacekeeping

Peacebuilding tasks undertaken by peacekeeping operations

16. Over the past year, the peacekeeping-peacebuilding nexus remained a topic of intensive discussion in the General Assembly and the Security Council. In 2010, the Special Committee on Peacekeeping Operations reaffirmed the need to plan and conduct peacekeeping activities in such a manner as to facilitate post-conflict peacebuilding, prevent the recurrence of armed conflict and progress towards sustainable peace and development. It underlined the importance of effective coordination and planning, national ownership, early engagement and strong partnership. Recent reports described progress on the 2009 agenda for action to improve peacebuilding in the immediate aftermath of conflict (A/64/866-S/2010/386) and on women's participation in peacebuilding (A/65/354-S/2010/466). The Member States completed a landmark five-year review of the peacebuilding architecture, which was welcomed by the General Assembly in its resolution 65/7 and by the Security Council in its resolution 1947 (2010).

17. United Nations peacekeeping operations have been mandated to undertake peacebuilding tasks for over 20 years. Compared to partners within the United Nations system, peacekeeping operations often play a more prominent role at the early stages of national peace processes, which can last decades. While the specific tasks of peacekeepers vary with the context, peacekeeping operations typically perform three roles in the broader peacebuilding effort.

18. First, peacekeeping operations help to articulate strategic priorities by supporting consensus among national counterparts and the broader international community. They signal needs and priorities at critical stages of the peace process through reporting to the Security Council, support to national planning processes and help in developing strategies for peace implementation in specific areas. The special representatives of the Secretary-General are also charged with establishing integrated planning processes within an integrated strategic framework, to support a coordinated effort throughout the United Nations system under a shared vision, strategic objectives and priority expected accomplishments.

19. Second, peacekeepers enable peacebuilding by others, by providing a security umbrella, monitoring commitments by parties to the conflict, expanding and preserving political space, facilitating assistance efforts, delivering administrative and logistical enabling support and coordinating or directly managing various resource streams. Peacekeepers also play important support roles that can enable socio-economic recovery, such as maintenance of critical infrastructure.

20. Third, peacekeeping operations implement directly certain peacebuilding tasks, including putting into place measures for short-term stability and laying the foundations for long-term capacity-building and institutional development in collaboration with partners. The Security Council has long mandated peacekeeping operations to perform selected peacebuilding tasks, including those relating to disarmament, demobilization and reintegration, security sector reform, mine action,

justice and corrections, protection of civilians and civil affairs. Over time, mandates have become increasingly specific, particularly those in the areas of policing and criminal justice, for which a move can be seen away from observer or monitoring roles to more active peacebuilding support in training and institutional support. Support to electoral and other political processes constitutes a second broad mandate in United Nations peacekeeping contexts, engaging civilian and uniformed components and mission support in supporting national processes. Extension of State authority, including at the local level where the continued presence of civil affairs and other staff can facilitate critical early assessment and support, comprise another key peacebuilding mandate in peacekeeping. In all areas, mission efforts advance in parallel with the provision of support by development agencies and other international partners.

21. The Department of Peacekeeping Operations and the Department of Field Support are currently developing an early peacebuilding strategy for peacekeepers to guide the prioritization and sequencing of initiatives in the areas of civil affairs, policing, justice, corrections, security sector reform, mine action, and disarmament, demobilization and reintegration. Additional work will broaden the strategy to encompass additional critical tasks related to support to political processes, State institutions and other areas. Such complex areas of work regularly included in Security Council mandates contribute and are deemed essential to peacebuilding in the immediate aftermath of conflict. The strategy will also serve to guide the Department of Peacekeeping Operations in its role as a system-wide resource in the above-mentioned areas of specialist expertise, particularly policing and corrections.

Protection of civilians

22. The implementation of mandates on the protection of civilians continues to be one of the most operationally challenging tasks for United Nations peacekeeping. The Department of Peacekeeping Operations and the Department of Field Support, in consultation with Member States, troop- and police-contributing countries and the eight missions currently mandated to protect civilians, have made important progress in this critical area. In the Democratic Republic of the Congo, where difficult terrain and lack of infrastructure are major obstacles, the Mission has extended its reach through the deployment of multiple forward bases to especially vulnerable areas. MONUC (now MONUSCO) established a rapid response and early warning cell to map specific areas of risk, address urgent issues and recommend protection actions to the senior management group on protection, which includes the Mission's senior leadership, as well as the Office for the Coordination of Humanitarian Affairs and the Office of the United Nations High Commissioner for Refugees as protection cluster lead. The cell draws on information gathered at the field level and analysed by multidisciplinary joint protection teams.

23. Innovation in the field is complemented by policy work at Headquarters. The Department of Peacekeeping Operations and the Department of Field Support elaborated an operational concept on the protection of civilians in United Nations peacekeeping operations in 2010. They are currently focusing on four principal elements critical to implementation of mandates on the protection of civilians: development of a draft strategic framework to guide the development of mission-specific strategies; improved predeployment and in-mission training; an outline of resource and capability requirements for the implementation of mandates on the protection of civilians; and an examination of planning processes. The preceding

elements were also emphasized in the report of the Special Committee on Peacekeeping Operations on its 2010 substantive session (A/64/19).

24. A draft strategic framework will be circulated to Member States in advance of the 2011 substantive session of the Special Committee. The draft framework includes such elements as informing the development of protection of civilian strategies in four missions; assisting them in undertaking a systematic analysis of the risks facing civilians; and orienting efforts towards mitigation. The two departments are developing a draft resource and capability matrix on the protection of civilians to assist in planning missions with such mandates, and to inform discussions with troop- and police-contributing countries on the required resources and capabilities. The matrix will also identify the source (contingent-owned equipment or commercial contract) of the required equipment, and the mission functions that utilize it, and provide estimated capability requirements. The Integrated Training Service of the Department of Peacekeeping Operations and the Department of Field Support is developing a series of protection of civilian training modules for military, police and civilian personnel, which include conceptual and legal underpinnings and a range of potential scenarios.

25. The protection of civilians also relies on robust coordination among military, police and civilian actors, particularly at the local level. Effective liaison with communities is essential. In that connection, MONUSCO has developed a practice of fielding joint protection teams with the aim of fostering and improving communication with local authorities and communities to promote information sharing and early warning, and offer advice on protection as necessary. Another recent innovation includes community liaison interpreters, who are embedded with military personnel at the local level but guided by the Mission's Civil Affairs Section. The interpreters contribute to local level analysis, communication and interaction with local populations.

26. Efforts undertaken thus far by the Secretariat constitute only the beginning of a process for improved planning and implementation of the protection of civilians. Peacekeepers continue to request more detailed operational guidance. Further efforts to improve the implementation of mandates on the protection of civilians in United Nations peacekeeping operations must fully engage key partners, particularly the troop- and police-contributing countries that deploy to protect civilians, and the host authorities, who have the primary responsibility to protect their civilian populations. Mandates must also be clear and achievable. While the Secretariat is doing its utmost to ensure that missions are ready to carry out the mandates, the protection of civilians will ultimately require effective State institutions and a durable peace. Missions will be able to provide only a temporary element of assistance if the longer-term requirements are not in place.

Means to enhance the operational effectiveness of peacekeeping missions

27. The Special Committee recognized the need to intensify dialogue between Member States and the Secretariat, including in the Special Committee, on ways to enhance the effectiveness of peacekeeping missions, including by addressing the requirement for peacekeeping missions to be able to deter threats to mandate implementation, the safety and security of peacekeeping personnel, and ongoing peace processes. To foster a common understanding of options for response when the presence of spoilers may imperil mandate implementation, the Office of Military

Affairs prepared a concept note outlining a robust approach to peacekeeping, which was circulated to Member States and discussed by the Special Committee at its 2010 session.

28. Since then, intensified dialogue on military aspects, including deterrence, operational readiness and use of force, has been taking place with a view to developing guidance materials primarily for military contingents deployed in United Nations field missions. The effort has been carried out in partnership with Member States, in particular the major troop-contributing countries. Three regional conferences, in Nigeria (2010), Argentina (2010) and Indonesia (2011), should enable dialogue to reach a common ground and facilitate the development of appropriate materials to further the capacity of the troops on the ground to support the implementation of mandates.

29. To complement the dialogue on military aspects of operational effectiveness, additional consultations are being planned to facilitate a broader dialogue on political dimensions that must accompany a robust posture and the full array of requirements to deter threats and ensure an effective response, including links to the capabilities discussed below.

B. Building the capabilities needed to meet the challenges of tomorrow

30. United Nations peacekeeping delivers significant capacity across a wide range of mandated tasks, with troop- and police-contributing countries playing a vital and integral role. The need to identify new contributors to peacekeeping requires a careful review of the capabilities that the United Nations is able to deploy effectively. In 2010, Member States expressed support for an increased focus on sustaining peacekeeping capacities and for strengthening capacity-building. The Secretariat has responded to the Special Committee's encouragement to continue work on the development of a comprehensive and multi-year capability-driven approach to peacekeeping with the aim of improving overall performance.

31. The capability development agenda elaborated in 2010 with the support of Member States is forward-looking and addresses the capability requirements for both uniformed and civilian components. It is geared to respond to the requirements associated with core peacekeeping tasks, including the need for mobility and flexibility, rapid deployment capability, situational awareness, sustainability and integrated approaches. In this context, "capability" is operationally defined as the ability and readiness to deliver against a reasonable standard; it encompasses the combination of capacities (human and material), preparedness (organization, process and training), and sustainability (support, logistics) required to accomplish assigned tasks.

Identifying expectations and setting standards

32. With the support of the members of the Special Committee, the Secretariat has identified in the initial phase a threefold pilot initiative for military components, through which to test a methodology for developing baseline operational standards collaboratively with peacekeeping contributors. Inaugurated in 2010, the pilot initiative is focusing at the outset on operational tasks and capability requirements for infantry battalions, staff officers and military medical support. An initial workshop to discuss methodology and proposed products in support of infantry

battalions and staff officers, held with members of the Special Committee in December 2010, will form the basis of ongoing dialogue and refinement of the approach. The initiative depends for success on the support of Member States, including peacekeeping training institutes at the national and regional levels, in identifying and developing practical tools in support of contributing countries.

33. The short-term objective of the pilot project is to build consensus around necessary and realistic baseline capability standards for the specific components identified. Infantry battalions form the core of United Nations peacekeeping forces in the field, while staff officers perform the military planning, command and control functions. The guidelines on roles and standards for staff officers, prepared in 2009, and a comprehensive training needs assessment carried out in spring 2010 are serving as the basis for advancing the development of training standards for staff officers, as part of the pilot initiative.

34. The baseline standards will serve to inform the design of preliminary tools which may include training standards, equipment requirements and evaluation tools. The initiative further seeks to inform future departmental efforts to define capability requirements for other mission components in terms of methodology, lessons learned and best practices. In the longer term, the initiative aims to bolster the effectiveness and interoperability of various peacekeeping components and enable more targeted capacity-building support to contributing countries through training provided by third countries and by equipping partners to meet identified capability requirements.

35. The Secretariat is continuing efforts to clarify evolving core police functions in peacekeeping. An Office of Internal Oversight Services report on the management of United Nations police operations (AP2007/600/01) called for the development of a comprehensive strategic doctrinal framework and a portfolio of guidance documents. The Police Division of the Department of Peacekeeping Operations initiated a three-year project to develop a strategic doctrinal framework for international police peacekeeping.

36. The development of guidance in the closely linked areas of justice and corrections has also advanced. A new policy on justice components was approved in December 2009. A revision to the December 2005 policy directive on prison support is under way. Also under development are guidelines on the mapping and assessment of police and other law enforcement, justice and corrections institutions in post-conflict settings. The Department of Peacekeeping Operations has documented new approaches in the report entitled "Second generation disarmament, demobilization and reintegration practices in peace operations", and is developing guidelines for their application. A new civil affairs recruitment profile was launched in 2010, introducing three areas of specialization: conflict management and reconciliation; support to State institutions; and programme/project management.

37. The recruitment system for civilian personnel in peacekeeping operations and special political missions has been redesigned to align it with forecasted mission needs, support faster staff deployment and ensure that civilian personnel recruitment standards are met. Capability requirements are assessed through workforce planning that identifies expected mission requirements in terms of skills and number of personnel and informs the scheduling of generic job postings and meetings of expert panels to assess candidates. Prior to posting generic job openings, the job descriptions are reviewed and updated as necessary to ensure that the duties and

responsibilities, competencies, experience and other qualifications are accurately reflected.

38. The Department of Field Support also reformed the roster-based recruitment process to take a proactive, centrally managed approach to staffing by developing rosters of qualified candidates assessed by Expert Panels, endorsed by a central review body and ready for immediate selection by mission managers under their delegated authority. In its resolution 63/20, the General Assembly approved harmonized contractual arrangements under one set of Staff Rules, which enabled the creation of a global Secretariat, integrating the field and Headquarters. This arrangement guides the new staff selection system, which governs both field and Headquarters. The new staff selection policy gives the Under-Secretary-General for Field Support the authority to laterally transfer staff whose appointment is not limited to a specific mission or department between activities away from Headquarters that are administered by the Department of Field Support as well as between those activities and the Department of Peacekeeping Operations, the Department of Political Affairs and the Department of Field Support, to suitable job openings, without advertisement of the position or further review by a central review body. This has considerably strengthened the capacity of the departments to deploy staff more rapidly throughout the lifespan of a mission. In addition, it allows for the redeployment of staff from downsizing or liquidating missions to other missions and functions requiring their experience, skills and expertise. As a result, vacancy rates have fallen from 30 per cent as at 30 June 2009 to 15 per cent as at 30 June 2010 for locally recruited staff, and from 28 per cent as at 30 June 2009 to 24 per cent as at 30 June 2010 for international staff. The new staff selection system also requires managers to give due consideration to candidates from troop- and police-contributing countries for positions in peacekeeping operations and for posts funded under the support account. As at 31 August 2010, 88 per cent of mission staff were nationals of troop- and police-contributing countries.

Filling critical resource gaps

39. Since December 2009, the Secretariat has been distributing lists covering military and police, rule of law and other civilian capability gaps in current missions, with a view to identifying critical requirements and encouraging cooperation among the Secretariat, contributing countries and those providing targeted capacity-building support to missions. An impact assessment of the lists is planned for 2011.

40. In parallel, the Secretariat is reviewing past practice in outreach to troop- and police-contributing countries and assessing options for linking the identified needs with a mapping of globally available capacities and political strategies for securing critical assets. Dialogue between the Secretariat and Member States, through the annual global clearing house for peacekeeping capacity-building, seeks to strengthen coordination of capacity-building.

41. Over the past year, six emerging troop-contributing countries were briefed on the United Nations force generation process and participation in peacekeeping operations, and new United Nations Standby Arrangement System memorandums of understanding were signed with Argentina, Chile, Cyprus and Portugal. Negotiations are ongoing with seven additional emerging troop-contributing countries.

42. Military helicopter units constitute a major capability for peacekeeping. Depending on the mandate, they provide air mobility for troops, logistics, medical

evacuations, extractions and search and rescue, and fire support to ground forces in high-threat areas. Military helicopter units are an absolute force requirement for operations conducted in remote locations lacking infrastructure. As mission assets, individual helicopters also supplement the logistic effort of commercially contracted helicopters for all components. United Nations peacekeeping operations have confronted a continuous gap of military helicopter units for many years despite efforts to encourage potential donors and troop-contributing countries. If no further contributions are made, the shortfall of military helicopters will increase to 56 out of a requirement of 137 by April 2011. The United Nations Mission in the Sudan, the African Union-United Nations Hybrid Operation in Darfur and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo are affected the most.

43. To minimize operational impact, the Secretariat is exploring the identification of additional contributors, intermittent utilization of air assets and temporary redeployments of aviation units to locations where they are required most. The Secretariat recognizes the importance of more robust incentives to countries contributing military helicopters. A Department of Peacekeeping Operations and Department of Field Support expert working group is studying a multi-track approach to developing a coordinated and sustainable framework to change the way in which helicopters are generated, contracted, reimbursed and operated.

44. Effective performance is possible only where troop- and police-contributing countries enjoy sound logistical and managerial support. While all missions require effective support, high-risk and complex environments bring particular demands, requiring flexible transport, communications and logistics structures that can support contributors in the execution of increasingly challenging tasks. The development of pre-defined modules for deployment under the global field support strategy is designed to provide more predictable, secure and flexible logistical support to contingents. The reimbursement framework is another crucial aspect of the peacekeeping partnership that can offer further incentives. In conformity with resolution 63/285, the Secretariat is reviewing reimbursement rates for troops and delivering secretarial and substantive support to the working group on contingent-owned equipment, in which Member States discuss questions related to reimbursement.

45. On the basis of a review of existing structures, and to enhance the quality of police in the field and deliver on commitments to the Special Committee and Member States, the Police Division of the Department of Peacekeeping Operations, within existing resources, is reconfiguring its structure by establishing a dedicated selection and recruitment capacity, in line with the briefing provided to the Special Committee during its 2010 substantive session. With the approval of the General Assembly, such a dedicated capacity would ensure transparency, autonomy, accountability, consistency and standardization, and enhance the effectiveness and efficiency of all processes related to the recruitment, selection and deployment of police personnel. The establishment of the new selection and recruitment section would be cost neutral. The Police Division has reduced the vacancy rate for police from 30 to 18.5 per cent and has begun to address the gender imbalance as well as difficulties in recruiting senior personnel. Women now comprise almost 10 per cent of the deployed police, up from 7 per cent in August 2009.

46. The group of contributors of formed police units, for which the demand has rapidly increased, has already expanded. Currently there are 64 formed police units in six peacekeeping operations. Efforts are under way to coordinate with donor countries to assist in equipping and training the units. In addition, targeted selection of specialists, enhanced coordination with Member States and the creation of specific job descriptions have helped United Nations police components to enhance their capacity to address sex- and gender-based violence.

47. Additionally, while the rosters maintained by the Department of Field Support for civilian capacities may meet many of the predictable needs of field missions, such as strategic planning, other modalities and more flexible measures will be needed for surge requirements and for specialized expertise not readily available within the Secretariat or from standby rosters. Some of this expertise can be found in the programmes, funds and agencies of the United Nations system. If approved by the Assembly, harmonized conditions of service under the already streamlined and unified contractual regime will enhance interoperability between field missions and the entities of the United Nations system. Greater efforts will also be made to explore possible arrangements with external partners and Member States for the provision of specialized civilian capacities. In addition, adequate conditions of service and living conditions will be needed for the successful recruitment to and retention of greater numbers of civilian staff, including women, in peacekeeping operations.

48. Even with the establishment of rosters, the supply of personnel with critical and specialist civilian skill sets in such areas as the rule of law remains limited, and those experts are rarely available for rapid deployment. Ensuring a larger and more diverse pool of rapidly deployable experts is essential. Standing capacities are therefore necessary in highly specialized areas where expertise is scarce. The expansion of the standing police capacity to 41 posts and the establishment of the justice and corrections standing capacity based in Brindisi in July 2010 are positive steps. However, the experience with and future needs of the justice and corrections standing capacity, which consists of five authorized posts, will be reviewed, along with possible further measures to enable the deployment of shorter-term consultants, gratis personnel and seconded civilian staff to address urgent capacity requirements.

Training

49. In the context of the strategic peacekeeping training needs assessment, released in October 2008, and the New Horizon initiative, Member States have highlighted the need for clear predeployment training standards to adequately prepare and deploy military and police capabilities. In 2009, the Department of Peacekeeping Operations and the Department of Field Support issued updated core predeployment training materials which provide the basic information for all predeployment training of military and police personnel and for civilians completing the civilian predeployment training. Available in English, French and Spanish, the materials provide military, police and civilian personnel with a shared understanding of the fundamental principles, rules and regulations that apply in United Nations peacekeeping, in accordance with the latest policies and guidance.

50. The core predeployment training materials have been supplemented by specialized training materials for specific functions. In 2009, the specialized training materials for individual police officers were issued. Preliminary versions of

specialized training materials for military experts on mission (military observers, military liaison officers and military advisors), corrections personnel and formed police units have been developed and tested, and should be issued to all Member States in the first half of 2011. The development of updated and new predeployment training standards for specific military functions is also expected in 2011 as part of a pilot initiative. In August 2010, the Department of Peacekeeping Operations issued mission-specific induction training standards covering integrated training for all mission personnel as well as specific induction requirements for military, police and civilians.

51. Standard-setting for training during deployment is conducted for both cross-cutting and job-specific functions. Implementation of a global gender training strategy is also under way, as well as improvements to the senior leadership programme, the senior mission leaders' course and the senior mission administrative resource training programme. The Office of Human Resources Management standards for leadership, management and communications training are used, where appropriate, to ensure that civilian personnel are trained to the same standard as other Secretariat personnel. In addition, 25 sets of job-specific and technical training standards are currently under development, representing 69 per cent of the 35 substantive and support components in multidimensional peacekeeping. The standards include a newly developed specialized training course for judicial affairs officers deployed to the field, which has been positively received by mission personnel. A new training methodology for civil affairs components has been successfully piloted in several missions and will be complemented by written operational guidance.

52. In the light of the increased delegation of authority to the field, the Department of Field Support is developing an e-learning programme in human resources management for field operations to qualify and certify human resources staff in such areas as administration of entitlements and benefits, recruitment and selection, dispute resolution, human resources monitoring and performance management.

Partnership with the African Union and other regional organizations

53. Partnership with regional organizations remains critical for United Nations peacekeeping. It permits the international community to harness the respective strengths of each actor to maintain international peace and security. The Secretariat has maintained close coordination and cooperation with regional organizations, in particular the African Union and the European Union, to better plan, deploy and conduct civilian or military-led operations. Through lessons learned, targeted workshops and engagement on strategic issues of mutual concern, the two departments have explored avenues to strengthen linkages and improve interoperability with these partners. The Secretariat has also engaged with other regional organizations, such as the Association of Southeast Asian Nations and the Collective Security Treaty Organization, to explore opportunities as their capabilities and interest in exploring engagement in peacekeeping and crisis management evolve.

54. The reports to the Assembly on support to African Union peacekeeping operations authorized by the United Nations (A/64/359-S/2009/470 and A/65/510-S/2010/514) highlighted the importance of enhancing the partnership between the two organizations. Progress continues to be made in enhancing that strategic

relationship, including through the establishment of a joint task force on peace and security, which met for the first time in September 2010, and through initiatives to improve the exchange of information. A joint workshop in Nairobi in November 2010 focused on lessons learned from cooperation in peacekeeping. The capacity-building efforts of the African Union are supported through direct advice from the United Nations. Operational cooperation between the African Union and the United Nations in the missions in Darfur and Somalia, which are operating under the mandate of the Security Council, illustrates the depth of the partnership. In Somalia, the United Nations is delivering a logistical support package to the African Union Mission in Somalia (AMISOM) and providing technical expertise to the African Union headquarters in planning and managing the mission.

55. In 2009 the Assembly established the United Nations Office to the African Union in Addis Ababa, which brought under a single structure multiple offices dealing with peace and security issues, to further the partnership between the United Nations and the African Union. The Office has consolidated United Nations long-term support to the development of the African peace and security architecture, including the African Standby Force, and to the management of AMISOM.

Women, peace and security

56. The tenth anniversary of Security Council resolution 1325 (2000) in October 2010 presented an opportunity to take stock on progress to date and identify priorities for future implementation in peacekeeping. A series of round-table discussions with key stakeholders, including troop- and police-contributing countries, and the launch of a global study to assess the impact of the implementation of resolution 1325 (2000) on peacekeeping highlighted important lessons and recommendations for the future. Progress in the implementation of that resolution included the development of tools to guide the integration of a gender perspective into peacekeeping, facilitate women's participation in political processes and security sector institutions and support the adoption of laws to protect women's rights.

57. The recent establishment of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) provided an important opportunity to advance the implementation of resolution 1325 (2000) and facilitate the goal of "delivering as one". The contributions of UN-Women will rely, among others, on the role of gender advisers in peacekeeping missions, who offer technical expertise to facilitate the integration of a gender perspective in the implementation of mission mandates.

IV. Putting in place stronger United Nations field support arrangements

A. The global field support strategy

58. The global field support strategy aims at improving the quality and effectiveness of support services delivered to field missions in an efficient, transparent and accountable manner. The strategy consists of four distinct but integrated pillars: service centres, both global and regional; predefined service packages and modules; a financial framework; and a human resources framework.

59. The goal of the predefined service packages and modules is to improve the speed and predictability of the deployment, particularly in start-up or expansion phases, through advanced planning and the use of pre-designed and configurable service packages that include the requisite materials, supplies, equipment and enabling capacities. Work on the design and development of a 200-person camp module is ongoing in Brindisi, Italy, and at Headquarters, in close consultation with the Special Committee.

60. In line with General Assembly resolutions A/64/266 and A/64/269, the first five months of the implementation of the strategy involved the re-profiling of the United Nations Logistics Base in Brindisi as a global service centre and the establishment of a centre in Entebbe, Uganda, as a shared service centre for missions in the region.

61. The financial framework goal is to create a more transparent, effective and efficient use of financial resources to expedite the timely deployment of resources to missions. Work has included the development of a proposed standardized funding model for the first year of a peacekeeping operation.

62. The activities in the human resources pillar are fully aligned with the Secretary-General's human resources reform proposals and focus specifically on the challenges and needs of human resources support to field missions. In addition, work is ongoing to reinforce capacities, including through exploring mechanisms for securing external civilian capacities, in particular through such measures as standby arrangements with contractors. Those arrangements could include engineering or medical personnel; military support capacities; short-term consultants and individual contractors; and rosters of capable and rapidly deployable personnel.

63. Further details on the implementation of the global field support strategy are contained in the first annual progress report (A/65/643).

B. Safety and security

64. The United Nations System Chief Executives Board for Coordination endorsed two enhancements to the security risk management process: (a) guidelines for determining acceptable risk, and (b) a security level system that will be implemented in all field operations by January 2011. A new policy on security risk management for the Department of Peacekeeping Operations and the Department of Field Support went into effect on 1 November 2010.

65. To enhance professionalism, a benchmark validation of the security occupational group was conducted in 2010. The Department of Field Support issued initial instructions for implementation in August 2010. Full implementation is expected to require three budget cycles, owing to proposed changes to security structure and grade levels in an environment of severe budgetary constraints.

66. At the request of the Special Committee, both departments investigated the vetting procedures of national security personnel in missions. It was determined that such a procedure would need to be applied to all national staff and, possibly, to contracted personnel. As the issue would apply across the United Nations system, it was raised in the Inter-Agency Security Management Network session in June 2010, which referred it to the High-level Committee on Management.

67. Finally, the Department of Peacekeeping Operations and the Department of Field Support have begun steps to improve significantly field or occupational safety by June 2011. The departments will determine the extent and impact on field operations of workplace-related fatalities and injuries; develop a field safety management programme; and produce field safety training modules.

V. Ensuring more effective arrangements for planning, management and oversight of missions

A. Restructuring

68. Three-and-a-half years since the approval of the restructuring of the Department of Peacekeeping Operations and the creation of the Department of Field Support, feedback from Member States, the results of a survey of field missions and performance metrics demonstrate that considerable improvements have been achieved in the capacity of the Secretariat to mount, manage and sustain peacekeeping and other field operations. Perhaps most significantly, the creation of the Department of Field Support has positioned mission support as a strategic enabler in the delivery of political, peacemaking, peacekeeping and peacebuilding mandates. The restructuring has also resulted in the application of two distinct business models across the departments: one, a strategic headquarters that delivers integrated strategic and operational guidance to field operations; and the other, a service provider that offers expertise in key areas of mandated activities. As a result, the departments have been able to improve guidance and support to field missions while pursuing the further professionalization of peacekeeping. Assessments of the strengthening of the capacity of the United Nations to manage and sustain peacekeeping operations and of the functioning of the integrated operational teams are provided in the relevant reports to the General Assembly, A/65/624 and A/65/669, respectively.

69. Resources shared between the Department of Peacekeeping Operations and the Department of Field Support have also met their intended objectives of achieving organizational coherence and economies of scale. Strengthened direction and oversight have resulted in greater clarity on both the role and direction of missions and the assessment of progress towards peace consolidation. Integrated structures have produced a more coherent approach to delivering early peacebuilding mandates, in particular in the areas of civil affairs, rule of law and security institutions. Enhanced guidance and training against established standards have furthered the professionalization of peacekeeping. New and strengthened capacities have led to greater consistency and efficiency in the delivery of mandates, in particular in such areas as security sector reform, specialized military planning and force generation. They have also enabled more predictable and effective partnerships and enhanced the ability of the programmes, funds and agencies of the United Nations system to leverage its collective capacities to support peace consolidation and deliver rapid assistance to missions during start-up, transition and crisis response.

B. Mandate renewal and technical assessment mission consultations and reporting to troop- and police-contributing countries

70. A number of measures were implemented to further enhance consultations with Member States, thereby strengthening arrangements for planning, management and oversight of missions. Formal meetings of the Security Council with troop- and police-contributing countries are now routinely scheduled ahead of each debate on the renewal of a mandate. In addition, the Department of Peacekeeping Operations regularly organizes informal briefings, as required, including to inform troop- and police-contributing countries on specific developments in a mission area. Pursuant to the statement by the President of the Security Council of 5 August 2009 (S/PRST/2009/24), the Under-Secretaries-General for Peacekeeping Operations and Field Support issued specific guidance on formal and informal consultations with troop- and police-contributing countries, on the inclusion of information resulting from the consultation with troop- and police-contributing countries in the regular reports of the Secretary-General and on consultations with Member States that should precede and follow key events in a mission's life cycle.

71. The Department of Peacekeeping Operations organizes consultations with Security Council members and troop- and police-contributing countries and with other relevant Member States prior to the deployment of and after the return of technical assessment missions, so as to ensure that the views and concerns of Member States are adequately reflected in the work and the related follow-up. Such consultations were organized for all such visits in 2010, including for the MONUC/MONUSCO transition, and for UNOCI, UNMIT and MINURCAT. Furthermore, the integrated operational teams maintain liaison with Member States at the expert level on a routine basis to brief them on mission-specific areas of interest.

C. Conduct and discipline

72. Working with the conduct and discipline teams in field missions and with Secretariat partners, the Conduct and Discipline Unit has introduced systematic measures to prevent misconduct, including predeployment and induction training for all categories of personnel, based on materials developed in 2009-2010, and the recording of and follow-up on all allegations of misconduct. Concerted efforts have increased the Organization's capacity to identify and mitigate the risks associated with the conduct of personnel, ensure referral of allegations for investigation and take appropriate and prompt action on all misconduct that has been substantiated by investigation through referrals to the relevant United Nations entities or Member States.

D. Command and control

73. The Department of Peacekeeping Operations and the Department of Field Support continue their efforts to enhance control and oversight of field operations, while intensifying their engagement with troop- and police-contributing countries, the Security Council and Member States to strengthen transparency and dialogue. Those efforts have helped to meet operational requirements while ensuring timely

and appropriate dialogue with Headquarters and troop- and police-contributing countries. In the spirit of the New Horizon initiative, engagement and consultations with troop- and police-contributing countries will remain an invaluable tool to ensure effective contributions, employment of uniformed personnel and transparency throughout planning processes, in accordance with the statement by the President of the Security Council (S/PRST/2009/24).

74. In addition to enhanced oversight mechanisms and consultations with troop- and police-contributing countries, the two departments are conducting an internal evaluation of the peacekeeping command and control policy. The evaluation will broadly review decision-making authorities and implementation responsibilities at Headquarters, between Headquarters and the field and within field missions. The outcomes of the evaluation will inform further enhancements to the departments' command and control system within existing legislative and policy frameworks.

E. Compacts with heads of missions

75. The Secretary-General concluded for the first time in 2010 a senior manager's compact with each of the special representatives and heads of mission. The compacts, which include strategic, special (planning, integration and policy) and management objectives and performance measures, have also been tailored to improve coherence between mission and Headquarters leadership in support of mandate implementation.

F. Integrated mission planning process/integrated strategic frameworks

76. Efforts continue to ensure that, at the country level, United Nations peace consolidation efforts take an integrated approach that maximizes the individual and collective impact of the missions and of the programmes, funds and agencies of the United Nations system. To that end, new United Nations system-wide guidelines for integrated planning were launched in 2009-2010. Based on the internal guidance issued by the Secretary-General in June 2008, the guidelines reaffirmed the principle of integration, established minimum standards for integrated planning, and expanded its application to 18 field missions in which special political missions or peacekeeping operations operate alongside a United Nations Country Team. With support from Headquarters, including surge planning capacity in some settings, all concerned field presences have made strides towards meeting the minimum standards. As at December 2010, of those field presences 11 had completed and 6 were developing an integrated strategic framework setting out a shared vision for the United Nations in the country, together with priority results, timelines, responsibilities and monitoring arrangements. At Headquarters, the integration steering group chaired by the Department of Peacekeeping Operations, and including key Secretariat departments and the programmes, funds and agencies of the United Nations system, has overseen the application of integration policy and practice and has approved a range of training initiatives.

77. In 2011 attention will increasingly shift to effective implementation of integrated frameworks, with a particular focus on aligning the integrated strategic frameworks with other planning processes, allocating resources effectively and

improving accountability for results. To that end, efforts will continue to build and support dedicated strategic planning capacity within missions to partner effectively with the offices of the resident coordinators and other stakeholders. Nevertheless, it is important to recognize the limitations of the potential for integration in the face of current structural limitations and explore ways to better address some of the administrative and support barriers to achieving a well-integrated effort.

VI. Observations

78. As the Special Committee takes up its work in 2011, the present report has set out some of the critical issues facing peacekeeping today, which remain significant. The report also outlines future challenges and ongoing efforts to address them.

79. Looking ahead, there is an ongoing commitment to continually strengthen, through dialogue and engagement, the global partnership that is at the heart of United Nations peacekeeping. Urgent action is required to ensure that missions have sufficient mobility, flexibility and expertise to discharge their increasingly complex mandates effectively. It is necessary to build coherence around the crucial challenges the peacekeepers are facing, including their roles in peacebuilding and the need for a framework as well as necessary training and capacities to implement mandates for the protection of civilians.

80. The implementation of a comprehensive capability development agenda will require sustained, multi-year engagement of Member States. It is necessary to generate the capabilities required for multidimensional peacekeeping, through shared expectations and standards, effective training and attention to critical resource gaps along with strengthened partnerships to address them. The field support machinery must be made more efficient and cost-effective through continued support for the global field support strategy. Arrangements with external partners will need to be explored to address requirements for specialized civilian capacity and to recruit and retain greater numbers of women. The planning, management and oversight of missions must continually be strengthened to ensure flexibility, integration of effort and strengthened accountability.

81. In all of those efforts, it is imperative to continue to ensure the highest level of integrity and dedication in keeping with the vital roles entrusted by the international community to United Nations peacekeeping operations.

82. Finally, 2010 has been one of the most tragic years in United Nations peacekeeping in terms of the loss of civilian and uniformed personnel, which stood at 164 personnel as at 30 November. The Secretary-General recognizes the men and women serving in United Nations peacekeeping for their dedication to the cause of peace and expresses his gratitude to the troop- and police-contributing countries for their unfailing support to this common endeavour.

United Nations A/65/680/Add.1

General Assembly

Distr.: General
4 January 2011

Original: English

Sixty-fifth session
Agenda item 53
Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Addendum

Summary

Pursuant to the request of the Special Committee on Peacekeeping Operations (see A/61/19/Rev.1, para. 232), the matrix contained in the present report provides an overview of the status of the recommendations contained in the report of the Special Committee on its 2010 substantive session (A/64/19). The matrix is supplemental to the report of the Secretary-General (A/65/680). A summary of each recommendation is given, as well as reference to the relevant paragraph in the report of the Special Committee.

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	Paragraph in A/64/19
I. Restructuring of peacekeeping	
1. The Special Committee reiterates its request to provide a report on the implementation of the integrated operational teams, as soon as possible, and not later than the end of 2010. A report on the integrated operational teams will be issued for the 2011 session (A/65/669).	29
II. Safety and security	
2. The Special Committee calls upon the Secretary-General to take all measures deemed necessary to strengthen United Nations field security arrangements and improve the safety and security of all military contingents, police officers, military observers and especially unarmed personnel. Please see response to paragraph 4 below.	32
3. The Special Committee takes note of progress made to date in the development of the Joint Operations Centres and Joint Mission Analysis Centres in field missions led by the Department of Peacekeeping Operations and requests the Secretariat to submit a progress report for its consideration during the 2011 regular session. Policies and guidelines for the Joint Operations Centres and for the Joint Mission Analysis Centres were promulgated in January 2010. The Situation Centre will provide further details in its informal briefing, scheduled for January 2011.	35
4. The Special Committee reiterates its request concerning the establishment of an effective mechanism for periodic risk analysis in peacekeeping missions and at Headquarters, and that relevant information be shared with troop- and police-contributing countries on a regular basis. The Special Committee requests that details be provided to Member States on the launch of the initiative to adopt common threat assessment and risk mitigation methodologies for peacekeeping missions. The April 2009 United Nations security risk management model threat assessment was further improved with the introduction of a security level system, effective 1 January 2011. In November 2010, the two Departments issued a policy extending the security risk management model to include military and police components and requiring the use of the security level system and its structured threat assessment as of 1 January 2011. The security level system will be used as a standardized tool for providing threat information to police- and troop-contributing countries.	36

	Paragraph in A/64/19
5. The Special Committee reiterates its request regarding the involvement of Member States in United Nations boards of inquiry, except for misconduct cases, where relevant memorandums of understanding will apply, and for constant communication with concerned Member States on incidents in a peacekeeping mission that negatively affect operational effectiveness or result in serious injury to or the death of United Nations personnel, until the conclusion of the investigation of the incident. The Special Committee urges that the findings of boards of inquiry on serious injury or death be immediately communicated to the concerned Member States, including troop-contributing countries, as appropriate, and that lessons learned from such incidents, and field risk assessments, be shared with all Member States. A board of inquiry is a managerial and analytical tool to assist managers in discharging their responsibilities. A board of inquiry is neither an investigative nor a judicial process; it does not consider questions of compensation or legal liability. In order to preserve the impartiality of the board, when convening a board of inquiry to review cases involving a military member of a national contingent or a military observer, the head of mission appoints as chairperson of the board a military officer, from a different contingent and nationality, at the rank of Lieutenant Colonel or above. By established policy, the board of inquiry reports are United Nations internal documents and are generally not made available to outside entities. They may be made available to troop- or police-contributing countries, particularly in cases involving the personnel of that Member State and/or those that may have implications for that State's procedures, training or other actions.	37
6. The Special Committee requests the Secretary-General to prepare and submit to the General Assembly a comprehensive report on all the processes involved in the investigation and prosecution of crimes committed against deployed United Nations peacekeepers, including advice on the feasibility of applying the United Nations investigative mechanism. The Office of Legal Affairs is preparing a comprehensive report on this question, which will be available to the Special Committee before the 2011 substantive session.	38
7. The Special Committee stresses that any information about an occurrence in the United Nations missions involving sickness, injury or death of a peacekeeper should be brought to the notice of the Permanent Mission of the concerned Member State in a detailed and timely manner. In this regard, the Situation Centre of the Department of Peacekeeping Operations is asked to bring to the notice of the concerned State information as soon as possible upon the occurrence of the incident. In accordance with the standard operating procedures on notification of casualties, the Situation Centre notifies Member States in the event of death, serious injury or illness of uniformed United Nations personnel serving in field operations led by the Department of Peacekeeping Operations. The Situation Centre is committed to ensuring the prompt notification of uniformed personnel upon receipt of an initial confirmed report from a field operation, the requirement for which is reflected in the results-based budgeting framework for 2011-2012.	39

	Paragraph in A/64/19
8. The Special Committee reiterates its request to the Secretariat to present a thorough policy for screening and verification before hiring local security personnel, which includes background checks on any criminal and human rights violations of the candidates, as well as links to security companies. Currently, field operations screen local security staff through requests to the appropriate host Government authorities. The depth and degree of response varies widely. In June 2010, the Departments of Peacekeeping Operations and Field Support brought the request for a policy to the attention of the Inter-Agency Security Management Network. The Inter-Agency Security Management Network referred the issue to the High-Level Committee on Management, which in September 2010 established a working group to lead in the research and development, if appropriate, of a vetting policy.	41
9. The Special Committee reiterates its request that clear guidelines and procedures be put in place to facilitate information-sharing regarding safety and security issues as well as security management in peacekeeping operations and that detailed information on the security risk management model developed by the Inter-Agency Security Management Network be made available to the Member States along with the methodology of implementation of the policy issued in May 2008. The Secretariat is also requested to provide the threat assessment in the existing missions. Please refer to response in paragraph 4 above.	42
10. The Special Committee requests the Secretariat to continue its work towards the finalization of the draft policy for the use of monitoring and surveillance technology in the field missions, and looks forward to a report on this subject with emphasis on the legal, operational, technical and financial considerations. The policy on the use of monitoring and surveillance technology has been prepared and is ready for endorsement. The next steps are to distribute and communicate the policy and related standard operating procedures to the missions for implementation. The Secretariat will report on legal, operational, technical and financial considerations in its briefing to the Special Committee.	43
11. The Special Committee reiterates the need to further improve the joint standard operating procedures and other relevant policies to enhance the existing mechanism in the Secretariat and the field to manage crisis situations in a well-coordinated and effective manner. The standard operating procedure on crisis response was issued in 2008. It is currently under review and is expected to be finalized in 2011.	44

	Paragraph in A/64/19
12. The Special Committee reminds the Secretariat to review and report back to Member States on its oversight structure and procedures in the Secretariat and in the field to ensure proper supervision and support of the four levels of medical support to United Nations missions. The Departments of Field Support and Management have participated in a joint review of the field medical support doctrine and guidelines, setting up indicators for quality control and assurance to ensure the timely delivery of high-quality medical services in the field. The two Departments conduct regular joint technical assessment visits to ascertain the functional status of facilities and identify and resolve gaps in the implementation of policies and guidelines. In the field, the chief medical or force medical officers, as appropriate, are responsible for planning and coordinating all medical activities in their missions.	45
13. The Special Committee looks forward to being apprised about the procedures under consideration for the improvement of the liaison arrangements of the United Nations field operations (especially at tactical and operational levels) with regard to responses to safety and security issues, as well as about the model draft agreement being prepared. The security level system will be effective 1 January 2011. As a second initiative, supplemental host country agreements have been instituted, as recommended by the independent panel which was appointed to investigate the attack on the United Nations in Algiers. In June 2010, the Inter-Agency Security Management Network recommended the pilot testing of such security agreements to foster greater transparency in the United Nations security management system and allow the development of consistent liaison and coordination with host countries.	46
III. Conduct and discipline	
14. The Special Committee requests that the United Nations take appropriate measures to prevent unsubstantiated allegations of misconduct from damaging the credibility of any United Nations peacekeeping mission or troop-contributing country or United Nations peacekeeping personnel and ensure that steps are taken to restore the image and credibility of those entities and individuals when allegations are, ultimately, legally unproven. Ensuring that all allegations of misconduct are thoroughly and expeditiously investigated is the best tool for avoiding credibility damage. The Department of Field Support provides aggregated statistics on misconduct, without explicit reference to individuals, nationalities or case-specific information, on the conduct and discipline website (http://cdu.unlb.org).	51

		Paragraph in A/64/19
15.	**The Special Committee urges the Secretariat to notify Member States without delay of any such allegations of an act of misconduct or serious misconduct against uniformed personnel with the status of experts on mission in peacekeeping operations, and requests the Secretariat to explore ways to improve the notification process.** In implementing the provisions of the revised draft model memorandum of understanding (A/61/19 (Part III), annex), the Secretariat informs troop-contributing countries through notes verbales as soon as possible of serious allegations of misconduct involving their military contingent personnel. The Secretariat is now standardizing and issuing guidance on a notification process for serious allegations of misconduct involving other uniformed personnel deployed with the legal status of experts on mission.	56
16.	**The Special Committee requests an update on progress in the implementation of the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel as well as on the coordination with humanitarian and development partners in the field on this issue.** The Secretary-General's report (A/64/176) was discussed by the General Assembly at the main part of its sixty-fourth session, on 16 November 2009. A review under the auspices of the Inter-Agency Standing Committee, completed in June 2010, concluded that the Inter-Agency Standing Committee Task Force should resume its leadership on the issue with partners in the humanitarian community. The Department of Field Support will represent the peacekeeping group on the Task Force and, in conjunction with the Task Force, pursue the implementation of the Comprehensive Strategy (General Assembly resolution 62/214).	63
IV.	**Strengthening operational capacity**	
	General	
17.	**The Special Committee recognizes the necessity to intensify dialogue among Member States and the Secretariat on ways and means to enhance the effectiveness of peacekeeping missions, including by addressing the requirement for peacekeeping missions to be able to deter, through the posture they adopt and actions they take, threats to the implementation of mandates.** Enhanced dialogue with Member States on the military aspects of deterrence, in particular with troop-contributing countries and other partners, is being pursued through regional conferences in Nigeria, Argentina and Indonesia. Further dialogue will be sought with Member States.	65

		Paragraph in A/64/19
18.	**The Special Committee is of the opinion that there should be adequate capabilities and clear and appropriate guidelines for peacekeeping missions so that they are able to carry out all their mandated tasks.** To aid in effective preparation for and execution of mandated tasks, the Secretariat is engaged in three pilot projects on infantry battalions, staff officers and military medical support to test a methodology for developing operational standards and generating preliminary tools (training standards, equipment requirements, and assessment and evaluation criteria).	66
19.	**The Special Committee is of the view that, whenever the mandate of a mission is changed or amended, the Secretariat should ensure, at the earliest opportunity, that the operational documents conform with the changed mandate and give due consideration to the views of troop- and police-contributing countries during this process.** The Secretariat has been maintaining all the operational documents in line with authorized mandate by the Security Council and keeping troop-contributing countries consulted, as necessary.	67
20.	**The Special Committee strongly recommends that the Security Council be fully advised on the availability of the operational and logistical capabilities which would be necessary for the success of a peacekeeping operation.** The Secretariat, through the Office of Operations integrated operational teams, advises the Security Council on the operational and logistical capabilities required for the successful implementation of a peacekeeping operation. Recent examples include requirements of helicopters and other air assets for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the United Nations Mission in the Sudan (UNMIS), and the African Union-United Nations Hybrid Operation in Darfur (UNAMID).	68
21.	**The Special Committee takes note of the work of the Secretariat on developing a comprehensive capability-driven approach with the aim of improving overall performance in the field. The Special Committee encourages the Secretariat to continue its work in this regard and to report back to it on progress made.** With the support of Member States, the Secretariat has developed a comprehensive framework for capability development focused on developing guidance and baseline capability requirements for different functions; generating and sustaining critical resources; and, strengthening training and education across all components.	69

		Paragraph in A/64/19
	Military capacities	
22.	**The Special Committee requests that Member States be kept informed of the progress in recruitment for senior positions in the Office of Military Affairs and for the head and deputy head of the military component in the field missions.** The Office of Military Affairs has in place a procedure whereby Member States who have submitted candidates are informed at each stage of the recruitment process through fax-letters.	70
23.	**The Special Committee requests an evaluation of the functioning of the Office of Military Affairs for the next substantive session.** The strengthening of the Office of Military Affairs is now complete. The impact of the strengthening is reflected in the Secretary-General's report on restructuring (A/65/624).	71
24.	**The Special Committee notes with serious concern that the comprehensive report on the current status and developments in the area of aviation safety in United Nations peacekeeping, including administrative and safety arrangements related to the management and use of military utility helicopters in peacekeeping missions, called for in paragraph 71 of its 2009 report (A/63/19), has not been carried out.** Further to the Committee's request in paragraphs 71 of its 2009 report (A/63/19) and 72 of its 2010 report (A/64/19), the Secretary-General's report on administrative and safety arrangements relating to the management of military utility helicopters in peacekeeping (A/64/768) was issued on 4 May 2010.	72
25.	**The Special Committee recognizes the need for increased contributions by troop-contributing countries in terms of military utility helicopters and for the review of the reimbursement system for military utility helicopters.** The review of reimbursement levels to troop-contributing countries for military aircraft under letter of assist to the United Nations is expected to be completed in the first half of 2011. The Departments of Peacekeeping Operations and Field Support continue efforts to generate increased military aircraft contributions.	73
26.	**The Special Committee calls upon the Department of Peacekeeping Operations and the Department of Field Support to continue to facilitate various enabling arrangements, including through other Member States, multilateral and bilateral arrangements, and to encourage Member States to develop mutually beneficial cooperation agreements to enlarge the base of troop-contributing countries.** The Secretariat plans to continue ongoing formal and informal outreach to Member States to identify the incentives and obstacles to participation in peacekeeping operations.	74

		Paragraph in A/64/19
27.	**The Special Committee calls upon the Secretariat to undertake forward-looking analyses of the willingness and readiness of countries to contribute to United Nations peacekeeping and encourages the Secretariat to develop outreach strategies to build deeper contacts and longer-term relationships with current or potential contributing countries. In this regard, the Special Committee, in order to expand the available pool of capabilities, recommends that coordinated initiatives be taken to reach out to new contributors, that former and existing contributors be encouraged to contribute further and that support to emerging contributors be provided.** The Secretariat continues to engage in regular outreach to current and potential contributing countries with a view to filling critical mission gaps. The Secretariat has produced gap lists to identify and communicate critical requirements. An impact assessment is planned for 2011. The Secretariat has approached 17 Member States and secured pledges or intentions to pledge to provide military helicopters. In addition, pledges and offers for enablers and infantry units were obtained from other emerging contributors. Further outreach is hampered by limited travel resources.	75
28.	**The Special Committee encourages the United Nations Secretariat to play a significant role in improving coordination in capacity-building efforts by various regional, multilateral and bilateral actors.** The Secretariat participates actively in the Global Clearinghouse for Peacekeeping Capacity-Building to support information-sharing on global capacity-building efforts and concrete mechanisms to strengthen coordination among multilateral, regional and bilateral actors.	76
	United Nations police capacities	
29.	**The Special Committee stresses the importance of maintaining an appropriate support capacity at Headquarters for police to ensure an adequate level of oversight and guidance to the field, and of working closely with the Integrated Training Service on police training issues. The Committee acknowledges the remaining gaps in the capacities of the Police Division and stresses further the importance of addressing them in a timely manner, in order to ensure efficiency and transparency in the work of the Division.** The Police Division has begun developing a methodology for more systematic monitoring and evaluation of missions and enhanced transparency. The Division's planning unit has developed generic templates for police planning activities and is developing a police planning course in collaboration with the Integrated Training Service.	78

		Paragraph in A/64/19
30.	**The Special Committee encourages the Secretariat to improve procedures and guidance, in close cooperation with contributing countries, for timely, effective and transparent evaluation and recruitment of candidates for the police components of United Nations peacekeeping operations.** Following a 2008 audit by the Office of Internal Oversight Services, and the request of the Special Committee, the Secretary-General has proposed to establish, within existing resources, a selection and recruitment section to strengthen quality control and oversee Member States' compliance with standards.	79
V.	**Strategies for complex peacekeeping operations**	
	General	
31.	**The Special Committee stresses the need to strengthen the coordination between the mission, the United Nations country team and other United Nations bodies, including in addressing unexpected emergencies, such as natural and man-made disasters.** The long-standing practice of appointing resident and humanitarian coordinators as deputy special representatives strengthens coordination and integration across the United Nations system, including in addressing unexpected emergencies. New guidelines on the integrated mission planning process provide for joint oversight and coordination of strategic and contingency planning.	88
	Peacebuilding issues and the Peacebuilding Commission	
32.	**The Special Committee recommends that the Department of Peacekeeping Operations, taking into account the work of relevant United Nations bodies and organs such as the Peacebuilding Commission as well as the Peacebuilding Support Office, further explore opportunities for partnerships that support its operations.** The Departments of Peacekeeping Operations and Field Support and the Peacebuilding Support Office cooperate regularly on peacebuilding, integration, World Bank partnership, and related issues. In 2010, the inclusion of Liberia on the Peacebuilding Commission agenda has opened another important area of collective engagement.	93
33.	**The Special Committee requests the Secretariat to brief it at its next session on what steps are being taken to make the early peacebuilding roles of peacekeeping missions more effective, including how these roles may support critical socio-economic needs.** An informal briefing will be provided before the 2011 substantive session of the Special Committee.	98

		Paragraph in A/64/19
34.	**The Special Committee looks forward to the development of a strategy for critical early peacebuilding tasks undertaken by peacekeepers, which is being prepared by the Secretariat, and calls for Member States to be consulted throughout the process. The Special Committee emphasizes the need for early peacebuilding tasks to contribute to longer-term peacebuilding and sustainable development.** An informal briefing will be provided before the 2011 substantive session of the Special Committee.	99
	Disarmament, demobilization and reintegration	
35.	**The Special Committee asks the Secretariat to provide a dedicated meeting before the end of 2010 to clarify the relationship between security sector reform and disarmament, demobilization and reintegration.** An informal briefing will be provided before the 2011 substantive session of the Special Committee.	104
36.	**The Special Committee notes that the study on second-generation disarmament, demobilization and reintegration will soon be published and looks forward to examining its content at its next session.** The Disarmament, Demobilization and Reintegration Section of the Department of Peacekeeping Operations will brief the Special Committee on the content of this report, which was published on 18 January 2010.	105
37.	**The Special Committee requests the Secretary-General to conduct a thorough review of how the United Nations approaches the civilian reintegration of ex-combatants and economic recovery.** The Disarmament, Demobilization and Reintegration Section of the Department of Peacekeeping Operations will brief the Special Committee on the content of this report, which was published on 18 January 2010.	106
	Security sector reform	
38.	**The Special Committee requests periodic briefings on the work of the Security Sector Reform Unit of the Office of Rule of Law and Security Institutions and its capacities.** An informal briefing will be provided before the 2011 substantive session of the Special Committee.	108
39.	**The Special Committee requests the Security Sector Reform Unit to provide briefings on its activities, in particular the support to missions in the field and encourages the Secretariat to elaborate guidelines, in consultation with Member States, for the provision of technical assistance by the United Nations to the host State authorities in the field of security sector reform.** An informal briefing will be provided before the 2011 substantive session of the Special Committee.	110

		Paragraph in A/64/19
40.	**The Special Committee requests that a briefing on the use of the roster of security sector reform experts be provided before its 2011 session.** An informal briefing will be provided before the 2011 substantive session of the Special Committee.	112
	Rule of law	
41.	**The Special Committee reiterates the need for greater clarity and specificity in United Nations peacekeeping mandates on rule of law issues as well as the integration of rule of law and transitional justice into the strategic and operational planning of peacekeeping operations.** The Office of Rule of Law and Security Institutions has advocated for more specific language for justice sector reform in mission mandates, which is reflected in recent Security Council resolutions for the United Nations Stabilization Mission in Haiti (MINUSTAH) (1944 (2010), 1927 (2010)) and the United Nations Mission in Liberia (UNMIL) (1938 (2010)). This has resulted in rule of law issues being integrated into the strategic and operational planning of both missions.	115
42.	**The Special Committee urges the Secretariat to implement measures to ensure that United Nations staff are made available to implement fully mandates related to the rule of law throughout the life of the mission, taking into account the relevant provisions of General Assembly resolutions 63/250 and 61/279.** The generic vacancy announcements for most specialist Office of Rule of Law and Security Institutions fields were closed in mid-2009 and the first round of field central review board approvals was completed in September 2010. A second round of expert panels is now under way and may be finalized in 2011.	116
43.	**The Special Committee notes the importance of the ongoing development of guidance material for operational rule of law issues, and requests the Secretariat to brief Member States whenever such development of material is initiated and to provide regular information on progress.** In 2010, a one-week training programme for judicial affairs officers was developed and delivered twice in Accra and Cairo. In 2011, the Department of Peacekeeping Operations will develop a handbook for judicial affairs officers and guidelines for the joint assessment of police, justice and corrections institutions, as well as additional training for corrections components and staff of national prison systems. The Department is also exploring the possibility of producing guidance to address excessive pretrial detention rates.	117
44.	**The Special Committee calls upon the Secretariat to provide a briefing on the steps taken to ensure cooperation and coordination among all relevant United Nations actors, including through the Rule of Law Coordination and Resource Group, in order to ensure a holistic and coherent United Nations approach to the rule of law.** An informal briefing will be provided before the 2011 substantive session of the Special Committee.	118

		Paragraph in A/64/19
45.	**The Special Committee recalls paragraph 104 of its 2009 report (A/63/19) and reiterates its request to the Department of Peacekeeping Operations to include in its next annual report an assessment of the contribution of the Office of Rule of Law and Security Institutions to closer coherence and synergies among its own sections and between other United Nations actors to deliver rule of law mandates more effectively, rather than a description of all its activities.** The establishment of the Office has fostered an integrated approach to mandated tasks in the areas of policing, justice and corrections, disarmament, demobilization and reintegration, security sector reform and mine action. Its components participate actively in the integrated operational teams and undertake joint activities including assessment missions, communications, briefings to Member States, integrated training, and preparation of guidance materials. The Police Division and the Criminal Justice Section are developing joint assessment guidelines. The establishment of the Justice and Corrections Standing Capacity was the result of their strong ongoing cooperation. Joint rule of law programmes with the United Nations Development Programme (UNDP), Office of the United Nations High Commissioner for Human Rights (OHCHR) and other partners are being implemented in several countries. The Office of Rule of Law and Security Institutions has led in the development of justice training programmes benefiting rule of law partners across the United Nations system.	119
46.	**The Special Committee calls on the Department of Peacekeeping Operations to consider ways to provide adequate rule of law capacities, including in the field, through, inter alia, use of rosters of civilian experts, at the request of the host country and in close coordination with existing host countries' capabilities, with a view to building national capacities. The Special Committee recognizes the need to include justice- and corrections-specific components to deploy in close coordination with the Standing Police Capacity.** Following the recommendations of the Secretary-General, the General Assembly approved in June 2010 a Justice and Corrections Standing Capacity, based at the United Nations Logistics Base at Brindisi, to complement the Standing Police Capacity and consisting of five professional posts.	120
47.	**The Special Committee requests a briefing on how the United Nations rule of law indicators were developed and asks for a progress report on how they will contribute to strengthening the rule of law in peacekeeping contexts.** An informal briefing will be provided before the 2011 substantive session of the Special Committee. The indicators are currently being finalized after pilot implementation in Haiti and Liberia.	122

		Paragraph in A/64/19
	Gender and peacekeeping	
48.	**The Special Committee notes the importance of the tenth anniversary of resolution 1325 (2000) in October 2010 on women and peace and security and looks forward to the global indicators to assist in the implementation of that resolution.** The Departments of Peacekeeping Operations and Field Support contributed to the development of the global indicators for monitoring implementation of resolution 1325 (2000) through the Inter-Agency Task Force on Women, Peace and Security. The specific indicators related to peacekeeping are already in use.	123
49.	**The Special Committee requests that observations and recommendations with regard to the issue of sexual violence and the protection of women and girls continue to be included in written reports of the Secretary-General on situations of which the Security Council is seized.** Prevention and protection from sexual violence is integral to the protection of civilians mandates. Work is ongoing at the field level on the provision of support to respond to sexual violence on a systematic basis. Peacekeeping operations contributed to the second report of the Secretary-General pursuant to Security Council resolutions 1820 (2008) and 1888 (2009) (A/65/592-S/2010/604). The Departments of Peacekeeping Operations and Field Support also contributed to the development of frameworks, policy and guidance.	124
50.	**The Special Committee continues to urge the Department of Peacekeeping Operations and Member States to take all measures to increase the participation of women in all aspects and at all levels of peacekeeping operations to promote gender equality and empowerment of women in peacekeeping operations.** The Department is committed to promoting gender balance and empowering women to participate in peace operations. Currently women comprise 2 per cent of military, 9 per cent of police and 30 per cent of civilian personnel in missions led by the Department of Peacekeeping Operations. There has been an increase in the number of women in senior positions, but the overall rate remains relatively low. At present, only three missions are led by women and three women serve as deputy special representatives. The Departments continue outreach to women for senior-level appointments. Fifty per cent of the participants in the senior mission leadership course, held in Jordan in 2010, were women. A study carried out on promoting a positive work environment at Headquarters and in the field included initiatives on career and leadership development, mentoring for mid-level female staff and tailored managerial training. A note for programme case officers was also developed to help ensure that the civilian staff selection process advances gender balance. The current representation of women in United Nations police has increased from 7.8 per cent in August 2009; efforts continue in order to achieve a target of 20 per cent by 2014.	125

		Paragraph in A/64/19
51.	**The Special Committee recognizes the contribution of the United Nations funds, programmes and specialized agencies and other United Nations entities in promoting gender equality and the empowerment of women and requests the Department of Peacekeeping Operations to work in a cooperative manner with them and the new composite entity for gender equality and the empowerment of women (see General Assembly resolution 63/311), when it becomes functional, in order to guarantee the necessary coordination in the context of promoting gender equality and the empowerment of women through, inter alia, the promotion of the implementation of relevant United Nations resolutions.** The Department will continue its own gender mainstreaming efforts while working with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and other United Nations partners on the promotion and implementation of Security Council resolutions on women, peace and security.	126
52.	**The Special Committee requests the immediate finalization of the gender training strategy and its expeditious implementation. The Special Committee encourages the Department of Peacekeeping Operations to work with other United Nations actors in identifying best practices for peacekeeping personnel to protect women and girls from sexual violence.** The gender training strategy of the Departments of Peacekeeping Operations and Field Support has been finalized and disseminated to the field and Member States. Some aspects of the strategy are being implemented, while others would require financial support from Member States.	127
	Children and peacekeeping	
53.	**The Special Committee requests a briefing on the policy implementation plan of the Department of Peacekeeping Operations Policy Directive on Mainstreaming the Protection, Rights and Well-being of Children Affected by Armed Conflict.** The Department is currently developing a policy implementation plan aimed at facilitating sustained, systemic attention to cross-cutting child protection concerns. The plan will be presented during the upcoming session of the Special Committee.	129

		Paragraph in A/64/19
	HIV/AIDS and other health-related issues and peacekeeping	
54.	**The Special Committee urges the Secretariat and troop- and police-contributing countries to strengthen their efforts to harmonize predeployment and in-country awareness programmes, and to ensure the strict application of United Nations guidelines on medical clearance and medical conditions that preclude deployment. In this regard, the Special Committee recognizes the importance of training all United Nations peacekeeping personnel on medical risks in the mission area in accordance with the guidelines provided.** The Department of Peacekeeping Operations with the Joint United Nations Programme on HIV/AIDS (UNAIDS) will provide a comprehensive assessment in their joint report on a decade of implementation and progress on Security Council resolution 1308 (2000), as well as on their collaborative partnerships with the United Nations Population Fund (UNFPA) on HIV/AIDS and peacekeeping. Emphasis has been placed on predeployment health standards (medical screening and immunization), including through expansion of activities during predeployment visits to include presentations on the above-mentioned requirements, training in personal and environmental hygiene, first aid, health risks and stress factors in the mission area.	133
55.	**The Special Committee requests the Department of Peacekeeping Operations and the Department of Field Support to continue to provide a detailed annual briefing on the progress made in dealing with health-related issues in peacekeeping operations, including information on the causes and rates of cardiovascular disease, HIV/AIDS and other infectious diseases, injuries and fatalities in the field, as well as on standardization and streamlined reporting of medical data.** Through EarthMed, the Medical Support Section in the Department of Field Support has retrieved data on medical conditions leading to evacuation and repatriation of military and police personnel. The Section will provide an informal briefing on the data collected to the Committee before its 2011 substantive session.	134
56.	**The Special Committee requests the Department of Peacekeeping Operations and the Department of Field Support to continue the process of consolidation, standardization and streamlining of medical data (with regard to EarthMed).** The Department of Management has rolled out EarthMed to the United Nations Integrated Mission in Timor-Leste (UNMIT), and it is currently being used by the Mission's medical services. An analysis was conducted to identify gaps in the current business processes of the United Nations Interim Force in Lebanon (UNIFIL) and the EarthMed system. Following the conversion of EarthMed to a new release, its global roll-out will resume in early 2011.	135

		Paragraph in A/64/19
	Quick-impact projects	
57.	**The Special Committee reiterates its recommendation that selection procedures for quick-impact projects be made more flexible and be addressed, as much as possible, at the field level, under the control of the Special Representative of the Secretary-General. It emphasizes the need for these projects to be planned and managed in the most effective manner possible.** As part of the review of the Policy Directive for Quick-Impact Projects, the Departments of Peacekeeping Operations and Field Support will examine how to streamline the implementation and management of these projects.	141
58.	**The Special Committee requests a review of the Policy Directive for Quick-Impact Projects taking into account the relevant General Assembly resolutions, in particular resolution 61/276. The main aspects to be addressed in the review are: the period of implementation of projects; the possibility of applying quick-impact projects so as to create synergies with activities carried out by the United Nations country team and other relevant partners; the advantages of possible involvement of mission contingents, where appropriate, in the implementation of quick-impact projects, taking into account their existing expertise and equipment; and the need for expedited and flexible procedures for the implementation of projects.** As requested, the Secretariat will undertake a review of the Policy Directive for Quick-Impact Projects through a lessons learned exercise.	142
	Other mandated tasks, including the protection of civilians	
59.	**The Special Committee requests the Department of Peacekeeping Operations and the Department of Field Support to outline the resource and capability requirements related to the implementation of protection of civilian mandates, in consultation with troop- and police-contributing countries, to ensure an adequate correlation between mandated tasks and the resources provided to peacekeeping operations.** The Departments have developed a matrix detailing the resources and capabilities that missions require to implement protection of civilian activities. Consultations on the matrix are currently under way within the Departments, after which consultations with relevant field missions will confirm that resource and capability requirements are consistent with operational needs. The result of this process will inform future discussions with Member States and troop- and police-contributors and planning for relevant missions.	145
60.	**The Special Committee requests that peacekeeping missions with mandates for the protection of civilians develop comprehensive protection strategies for incorporation in the overall mission implementation plans and contingency plans, in consultation with the host Government, local authorities, troop- and police-contributing countries, and other relevant actors.** Three peacekeeping operations have developed comprehensive strategies for the protection of civilians; two additional missions are in the process of drafting strategies.	146

		Paragraph in A/64/19
61.	**The Special Committee reiterates its request to the Secretary-General to provide detailed information for its consideration, based on lessons learned, on concepts of operations and the provision of resources regarding the mandate of protection of civilians, and an assessment of their adequacy in effectively achieving this mandated task. The Special Committee further requests the Secretary-General to submit proposals to improve the ability of existing peacekeeping missions to respond to situations adversely affecting civilians, including all the necessary logistical support and training required for troop-contributing countries.** The Secretariat is currently analysing predeployment and in-mission planning processes to determine areas where the protection of civilians needs to be strengthened. This includes the concept-of-operations template used for mission planning, as well as actual concepts in missions with protection mandates.	148
62.	**The Special Committee requests the Secretariat to develop a strategic framework to guide senior mission leadership in elaborating a comprehensive protection strategy aligned with the mission's concept of operations.** Over the course of 2010, the Secretariat consulted with all components of the eight peacekeeping operations with mandates for the protection of civilians, as well as with relevant United Nations agencies, funds and programmes, to determine the elements for inclusion in the strategic framework. Following the briefing to the Special Committee on the draft strategic framework in October, the Secretariat intends to discuss the finalized draft in greater detail with the Committee at its next meeting on protection of civilians.	149
63.	**The Special Committee requests the Secretariat to develop, as appropriate, training modules for all mandated tasks, including the protection of civilians, for peacekeeping personnel, including senior mission leadership before and during deployment, based on lessons learned from past and existing peacekeeping missions and case analysis.** The Secretariat is developing a series of protection of civilians training modules, which include a foundational section detailing the conceptual and legal underpinnings of protection of civilians, and a range of possible scenarios. The modules will be incorporated into predeployment and in-mission training.	150
64.	**The Special Committee requests peacekeeping operations with mandates for the protection of civilians to continue engaging, through relevant mission components and in close coordination with national authorities, on public information and outreach strategies, in line with Security Council resolution 1894 (2009).** The Secretariat is and will continue to ensure the dissemination of key messages concerning the protection of civilians in interactions with international media and presentations to other external audiences. In addition, the Public Affairs Section is leading a project to explore how new technologies can be used to improve protection of civilians activities in the field.	151

	Paragraph in A/64/19
VI. Cooperation with troop-contributing countries	
65. The Special Committee urges the Secretariat to consult with the troop-contributing countries in a timely manner when planning any change in the military tasks, mission-specific rules of engagement, operational concepts or command and control structure which would have an impact on the personnel, equipment, training and logistics requirements, so as to enable troop-contributing countries to give their advice in the planning process and to ensure that their troops have the capacity to meet the new demands. The Secretariat has been keeping the troop-contributing countries informed in a timely manner through various briefings and meetings on the changes in the strategic concept of operations, rules of engagement and force requirements in line with mandates authorized by the Security Council.	153
VII. Triangular cooperation between the Security Council, the Secretariat and the troop- and police-contributing countries	
66. The Special Committee urges the Secretariat to meet reporting deadlines and circulate copies of the reports of the Secretary-General in all official languages on specific United Nations peacekeeping operations, and requests regular meetings with troop- and police-contributing countries, ideally one week prior to Security Council consultations on mandate renewals. Following the adoption of S/PRST/2009/24 in August 2009, the Under-Secretaries-General for Peacekeeping Operations and Field Support issued guidance on formal and informal consultations with troop- and police-contributing countries, on inclusion of information from such consultation in reports of the Secretary-General, and on consultations with Member States preceding and following technical assessment missions and other key events in a mission's life cycle, such as mandate renewals. All official reports of the Secretary-General are published in all six official languages.	160
67. The Special Committee underlines the necessity for the Secretariat to provide the Security Council, troop- and police-contributing countries and other key stakeholders with an early assessment of capabilities, force generation and logistical resource requirements prior to the launching of a new operation or a major reconfiguration of a current peacekeeping operation. The Secretariat remains committed to providing assessments as early as possible. A reasonable amount of time between the approval of a mission by the Security Council and its start generally enhances the Secretariat's ability to meet this requirement.	163

	Paragraph in A/64/19
68. The Special Committee stresses the importance of regular updating of the planning documents by the Secretariat to ensure consistency with mandates and informing troop- and police-contributing countries about those updates, and requests the Secretariat to adopt a results-based approach on planning, as appropriate, and consequently inform them. The Secretariat routinely updates the planning documents as required by the Security Council and the situation on the ground and keeps the troop- and police-contributing countries informed through meetings and individual briefings.	164
69. The Special Committee takes note with satisfaction of the establishment of the Peacekeeping Resource Hub and requests the Department of Peacekeeping Operations to redouble its efforts to incorporate the relevant documentation into the database and ensure that the content is updated regularly. The Departments of Peacekeeping Operations and Field Support continue efforts to incorporate additional documentation, including necessary updates, into the database.	165
70. The Special Committee believes that predeployment visits for military contributions and formed police units are an important step in the process of force generation. The Special Committee recommends that guidelines for such visits be improved and measures taken to ensure that they are adequately performed. The Police Division is revising the guidelines for the Selection Assistance Team and Specialized Police Units Assistance Team to ensure that assessment visits to police-contributing countries are adequately performed. Revision of the predeployment visit policy guidance is planned for 2011.	166
VIII. Cooperation with regional arrangements	
71. The Special Committee encourages the Secretariat to develop exercise and training policies with regional arrangements aimed at improving interoperability and to enhance cooperation between the United Nations and regional arrangements. Support continued to be provided to the African Union's annual training and implementation plan for the African standby force. This includes training for senior personnel in the context of the African peace and security architecture, in cooperation with the African Union Commission and such regional mechanisms as the Southern African Development Community and the Economic Community of West African States, and support to initiatives of regional mechanisms to enhance interoperability.	171

	Paragraph in A/64/19
72. The Special Committee also requests the Secretariat to identify the most important lessons learned from the cooperation between the United Nations and regional arrangements, including the African Union and the European Union, in peacekeeping issues and to include them in its reports and recommendations. Building on the recommendations contained in the 18 September 2009 report of the Secretary-General (A/64/359-S/2009/470), additional recommendations were presented in the report of 14 October 2010 (A/65/510-S/2010/514). The report on the second phase of African standby force development and the *Amani Africa* cycle and its recommendations are pending African Union approval for implementation. Additional lessons drawn from the United Nations/European Union after action review in Chad and Central African Republic, a United Nations/African Union workshop in Nairobi, and other efforts will be discussed during the informal briefing to the Special Committee.	172
IX. Enhancement of African peacekeeping capacities	
73. The Special Committee emphasizes the importance of implementing the joint action plan for United Nations support to the African Union in peacekeeping in the short, medium and long terms, and the 10-year plan for capacity-building. The Special Committee reiterates the request that the African Union peacekeeping support team continue to serve as a coordinating point for all issues in the Department of Peacekeeping Operations related to cooperation with the African Union and that the Committee be briefed regularly on its functioning and mandate, particularly with regard to the question of providing much-needed support to the regional and subregional capacity. The team continues to provide support within the framework of the ten-year capacity-building programme, with emphasis on the development of the African peace and security architecture. The July 2010 establishment of the United Nations Office to the African Union (UNOAU) is designed to enhance United Nations support to African Union capacity-building efforts. The Department of Peacekeeping Operations provides strategic guidance to UNOAU on peacekeeping and capacity-building.	174
74. The Special Committee takes note of the report prepared by the African Union-United Nations panel on modalities for support to African Union peacekeeping operations (A/63/666-S/2008/813) and the report of the Secretary-General (A/64/359-S/2009/470) and recommends the enhancement of an effective partnership with the African Union to improve the planning, deployment and management of African peacekeeping operations. A November 2010 workshop identified lessons from the Somalia and Darfur models. The outcome, together with the reviews of the African peace and security architecture and the ten-year capacity-building programme, will be reflected in the Secretary-General's report to be issued in the spring of 2011. This report will provide recommendations on enhancing the strategic partnership between the African Union and the United Nations.	175

	Paragraph in A/64/19
X. Developing stronger United Nations field support arrangements	
75. The Special Committee urges the Secretariat to work in close consultation with troop- and police-contributing countries in developing the concept of modularization, building on existing capacities, and to report back to the Special Committee by end-December 2010. The Secretariat has conducted two informal workshops on modularization with the Special Committee, in July 2010 and November 2010. The first workshop sought to further shared understanding on the modularization concept and to discuss implementation priorities of Member States linked to deployment needs. The second workshop focused on phase I of modularization, including the establishment of camps, the technical details of camp design and the enabling capabilities required to establish the camps. Member State inputs are being included in project plans and programme guidelines. A third workshop is planned for March 2011.	179
76. The Special Committee looks forward to discussions on the proposed global service delivery model of the global field support strategy in relation to its operational impact on peacekeeping missions. The operational impact on peacekeeping missions will continue to be discussed with the Special Committee in the bimonthly meetings. The Regional Service Centre will only consolidate administrative and support functions that do not impact operations. Similarly, the Global Service Centre will only consolidate administrative and support functions that do not require interaction with Member States. Therefore, the operational impact on peacekeeping missions will be mainly through the development and delivery of modules, in which Member States, and troop- and police-contributing countries in particular, are involved through consultations and workshops.	180
77. In order to enable discussions with troop- and police-contributing countries, the Special Committee requests the Secretariat to provide informal bimonthly briefings, starting in July 2010, on the global field support strategy in all its operational aspects. Bimonthly briefings to the Special Committee on all operational aspects of the global field support strategy began in July 2010. The first briefing, on 19 July, gave an overview of plans for the first year of implementation. The second briefing, on 30 September, reported on progress in: the modularization pillar; establishment of the Regional Service Centre and related pilot projects; and human resources management. The third briefing, on 22 November, reported on the progress of the Regional Service Centre and described the process for identifying pilot resources and functions to be moved as part of establishing the Global Service Centre at Brindisi.	181

	Paragraph in A/64/19
78. The Special Committee acknowledges the importance of the Working Group on Contingent-Owned Equipment in 2011, as well as the importance of the dialogue between Member States and the Secretariat in this regard. The Special Committee requests the Secretariat to establish, as a minimum, quarterly informal briefings to all Member States during 2010 to address the preparations for the Working Group. The Secretariat briefed the Special Committee on 15 July and 22 November 2010, to update it on the progress in preparations for the 2011 Working Group on Contingent-Owned Equipment.	182
XI. Best practices	
79. The Special Committee has noted the launch of the website of the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations, entitled "Peacekeeping Resource Hub: Policy, Lessons Learned and Training for the Peacekeeping Community". The Special Committee requests the Secretariat to provide a briefing on the progress made in translating the materials uploaded on the website into the official languages of the United Nations. The question of translating United Nations materials into the official languages was addressed in a briefing held on 15 December 2010.	184
80. The Special Committee requests the Secretariat to provide a report on the likely impact that major crises (including natural disasters) could have on missions and how the United Nations is able to respond to them, in particular through contingency planning. During 2010, the Departments of Peacekeeping Operations and Field Support revised their business continuity plans for Headquarters within the overall Secretariat framework. With regard to field operations, the two Departments' focal point for security, in cooperation with the Business Continuity Management Unit of the Department of Management, conducted a successful pilot project in UNMIL in November 2010 leading to an UNMIL plan as well as a business continuity planning template for use by all field operations. The template will be issued to field operations in early January 2011.	185
XII. Training	
81. The Special Committee reaffirms that explicit and comprehensive training modules need to be improved and provided to Member States. The United Nations peacekeeping predeployment training standards have been revised and updated, and new training aids developed. The materials are available to all Member States and peacekeeping training institutions in the Peacekeeping Resource Hub (www.peacekeepingresourcehub.unlb.org). Also included are: guidance on predeployment training requirements for categories of personnel; integrated core and specialist training modules; supplemental training tools; and, mission-specific non-operational information.	186

	Paragraph in A/64/19
82. The Special Committee encourages the Secretariat to facilitate capacity-building efforts through both the application of the train-the-trainers concept and the best use of available resources, including extensive capacity-building programmes led by multilateral and bilateral actors. Training support to Member States and peacekeeping training institutions include in situ assistance by teams of United Nations peacekeeping trainers and subject matter experts. The teams have been operational since October 2009, and assistance has already been provided to two Member States. In 2009-2010, six train-the-trainers activities trained 66 military and 68 police trainers from 60 Member States. Five senior mission leadership courses tailored to the needs of the African Union were organized jointly, and assistance is being provided to the African Union to develop its own training architecture.	187
83. Recalling paragraph 180 of its 2008 report (A/62/19), the Special Committee further urges the Secretariat to translate all peacekeeping training materials into the six United Nations official languages to ensure wide use of these materials by all Member States. The core predeployment training materials and the standardized training materials for United Nations police are currently available in English and French. The Arabic and Spanish versions are expected to be ready by the first semester of 2011. For the Chinese and Russian translations, the Integrated Training Service is seeking voluntary contributions, either in kind or financial, during 2011.	188
84. The Special Committee requests a presentation of the findings of the assessment of the critical expertise and training required for peacekeepers. The 2008 strategic peacekeeping training needs assessment highlighted four key areas for all peacekeeping personnel: communication, management, leadership and cohesiveness. The New Horizon initiative also identified training priorities for the protection of civilians and an enhanced capability-driven approach to force generation, as well as improved training in mission command and control and integrated planning processes and the inception of integrated strategic frameworks. Additional priority areas for uniformed personnel include operational training needs for formed police units, individual police officers, infantry battalions, staff officers and military experts on mission. The Secretary-General's report on peacekeeping training will provide additional details.	189
85. The Special Committee welcomes the updating of training materials with information on the prevention of sexual exploitation and abuse, and HIV/AIDS and requests a briefing prior to the dissemination of these training materials. The core predeployment training materials contain updated information on the prevention of sexual exploitation and abuse and HIV/AIDS, as outlined in the informal briefing to the Committee in July 2009 prior to their dissemination. In addition mission-specific induction training standards issued in August 2010 contained supplementary training guidance on these issues.	190

	Paragraph in A/64/19
86. The Special Committee requests the Department of Peacekeeping Operations to ensure the provision of adequate and updated gender-sensitivity training material to national and regional peacekeeping training centres. The Departments of Peacekeeping Operations and Field Support have finalized a gender training strategy focused on the effective usage of existing training material to reinforce gender training capacity, including through partnership with Members States. Currently extrabudgetary resources are being sought to support national and regional peacekeeping centres to strengthen their delivery of gender training.	191
87. The Special Committee looks forward to receiving a comprehensive briefing on the DPKO training guidance materials for the peacekeeping training centres and revised procedures and criteria for United Nations recognition of the centres' courses. In October 2009, following consultations with Member States, the Departments of Peacekeeping Operations and Field Support promulgated the policy on support to military and police predeployment training and three accompanying standard operating procedures on training of trainers, mobile training support teams and training recognition. These are available to all Member States in English and French on the Peacekeeping Resource Hub website. Since resumption of the programme under the new procedures, the two Departments have received 21 requests for training recognition of military and police predeployment training courses. A total of 15 desk reviews and on-site visits have been undertaken and 13 courses recognized, with 2 remaining courses expected to be recognized following implementation of issued recommendations. The remaining six requests will be addressed, as resources are available.	192
88. The Special Committee recalls paragraph 151 of its report (A/63/19) and reiterates its requests to the Department of Peacekeeping Operations for an update on the progress made on the standardized training modules for potential senior mission leaders and a training package on the integrated mission planning process. The Department has enhanced the content and delivery methodologies of the senior mission leaders course and senior leadership programme. The courses are more interactive and focused on field issues and aim to identify common challenges that arise in missions and the role of senior mission leaders in addressing them. As a result of better screening and targeting, 14 participants, of whom 4 were women, out of 88 participants in the last four senior mission leaders courses have subsequently been appointed as senior leaders in peacekeeping operations.	193

	Paragraph in A/64/19
89. The Special Committee renews its call for the finalization, in consultation with Member States, of training standards, deployment guidelines for formed police units and the finalization of specialized training modules for police. The revised policy on formed police units was approved in March 2010. The predeployment curriculum is in the stage of finalization. At its third meeting in March 2010 the Member States-based doctrine development group on formed police units endorsed the proposed United Nations standardized predeployment training curriculum for formed police units. This course is being prepared for roll-out via regionally based train-the-trainer courses in 2011. With the launch of the first curriculum development group on preventing and investigating sexual and gender-based crimes, the Police Division and the Integrated Training Service, in partnership with Member States, will develop specialized courses for police officers deployed in field missions to supplement the existing standardized training.	194
90. Recalling paragraph 154 of its 2009 report (A/63/19), in which the Special Committee called upon the Secretariat to evaluate the senior mission administration and resource training programme, including the post-course analysis of each programme, and the progress of the integration of the conduct of the programme into the Integrated Training Service, the Special Committee reiterates that it looks forward to receiving the findings of the evaluation before the institutionalization and funding of the programme. At the end of 2009, a comprehensive evaluation of the senior mission administration and resource training programme was conducted. Preliminary data indicated that the programme was delivering on its objectives. Recommendations to improve the course have already been implemented. A more comprehensive evaluation to determine return on investment over the medium to longer term is under way.	195
91. In order to ensure that the process of recruitment and selection is fair and provides equal opportunity, the Special Committee urges the Secretariat to translate all peacekeeping training materials into all official United Nations languages. Please refer to response in paragraph 83 above.	196
92. With regard to the growing expertise required in the peacekeeping missions, the Special Committee requests the Department of Peacekeeping Operations to recommend measures to address the training gap, especially in the police dimension. Five specialized United Nations Police courses are planned. The first curriculum development group was launched, in conjunction with the Integrated Training Service and in partnership with the Member States.	197

	Paragraph in A/64/19
XIII. Personnel	
93. The Special Committee believes that appropriate representation in the Department of Peacekeeping Operations, the Department of Field Support and peacekeeping missions should also take into account the contributions of Member States. The Special Committee urges the Secretary-General to ensure a fair representation of troop-contributing countries when selecting personnel for such staff positions. The new staff selection system, which is applicable to the appointment of staff both at Headquarters and in field missions, requires managers to give due consideration to candidates from troop- and police-contributing countries for posts in field missions and posts at Headquarters funded by the support account. In addition, the human resources action plans to be replaced by the human resources management scorecard, include an indicator for the percentage of staff from such countries to provide baseline figures.	203
94. The Special Committee remains concerned about the high number of vacancies in peacekeeping missions, and reiterates its requests to the Secretariat to accelerate the recruitment and approval process of personnel, including senior mission leadership. The recruitment process for field missions has been reformed to provide for pre-vetted rosters of candidates that have been assessed by expert panels and reviewed by a field central review body. Such candidates may be immediately selected by field missions under their delegated authority. While the new process is still in a transitional stage, as of 15 November 2010, a total of 3,196 candidates had been rostered. Efforts to improve the recruitment process continue.	207
95. The Special Committee recalls that English and French are the two working languages of the Secretariat and encourages the Secretary-General to take steps to employ staff in the Department of Peacekeeping Operations and the Department of Field Support who are competent in those languages. Both Departments have dedicated sustained efforts to meet the requirement of employing staff competent in English and French. Every job opening posted in Inspira includes English and French language skills (both written and oral) as part of the evaluation criteria. For posts dealing directly with francophone missions, fluency in both languages is required.	213

	Paragraph in A/64/19
96. The Special Committee notes that discrepancies exist between the compensation benefits provided to experts on mission and those provided to members of contingents. The Special Committee in this context recalls section X of General Assembly resolution 61/276 and requests the Secretary-General, in close consultation with troop-contributing countries, to prepare a new proposal to the General Assembly on the review of death and disability benefits. The report of the Secretary-General (A/63/550) presented such a proposal. In its resolution 64/269, the General Assembly decided to increase the level of compensation for death for all categories of uniformed personnel to 70,000 United States dollars (sect. II, para. 3).	217

XIV. Financial issues

97. The Special Committee urges the Secretariat to define practical modalities with Member States in a situation of arrears to address the issue of outstanding reimbursements owed to troop-contributing countries, in some situations for more than a decade, and to inform Member States at the earliest opportunity of progress made in this endeavour. As at 30 November 2010, outstanding liabilities for troop/formed police units cost for all active peacekeeping operations had been reimbursed up to August 2010, and outstanding liabilities for contingent-owned equipment for contingents with signed memorandums of understanding for all active peacekeeping operations had been reimbursed up to June 2010; with respect to liabilities for troop/formed police units costs and contingent-owned equipment for closed peacekeeping missions, outstanding liabilities only remain for closed missions with cash deficits which, under current arrangements, the United Nations will only be able to reimburse to troop-contributing countries when outstanding assessments for those missions have been paid by Member States. The Secretariat has previously recommended that the Assembly consider the consolidation of peacekeeping accounts, noting that the benefits would include more consistent and timely reimbursements to troop- and police-contributing countries, enabling payments in respect of certain liabilities in closed missions that are currently deferred due to lack of cash in their respective accounts (see A/62/726). The General Assembly did not so agree at its sixty-second session, and the issue has not been considered since. The Secretariat does carry out an annual review and writes to those Member States in a situation of arrears, requesting information on intentions for payment, as called for by the General Assembly in its resolution 56/243 A, which encouraged Member States in a position to do so to provide a schedule of payments or other information about their intentions to clear their accumulated arrears.	220

	Paragraph in A/64/19
98. The Special Committee stresses the need to ensure speedy and appropriate follow-up on compensation claims submitted by troop-contributing countries and police-contributing countries in cases of illness, disability or death attributable to service. As directed by the General Assembly, the Secretariat endeavours to settle all death and disability cases within a prescribed three-month period. With the implementation of recommendations contained in the report of the Secretary-General on the comprehensive review of the compensation of death and disability benefits to military contingents, formed police units, military observers and civilian police (A/63/550), the methodology to process claims has been streamlined. It is expected that the timeliness for processing will be improved, especially for cases pertaining to military observers and police officers. In addition, the Secretariat takes all necessary measures to process ongoing claims by regularly corresponding with Member States including by sending reminders to the Permanent Missions of Member States every 60 to 90 days requesting additional relevant information needed to finalize payments. In an effort to further speed up the process, on receipt of a notification of casualties from a field mission, the Secretariat proactively contacts Permanent Missions to ascertain that they are aware of the death and disability compensation entitlement and provide guidance on the procedure for submission of the related claims. The Secretariat also follows up with the field missions to obtain the confirmation of notification of casualties and with the Medical Services Division where necessary.	222